

75-3013

75-1584

DD/A Registry
File *personnel*

JF 27 JUN 1975

MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Administration
SUBJECT : Annual Personnel Plan and Personnel
Development Program
REFERENCE : MAG memo to you dated 24 January 1975,
re same subject

I discussed this subject with the Management Advisory Group at lunch on 9 June. Our second draft of an Employee Bulletin on the status of PASG was sent to you through the Deputy Director for Administration today, 25 June. When this Bulletin is released, it will close the gap.

Agg. F. W. M. Janney

F. W. M. Janney
Director of Personnel

Attachment
Ref Memo

Distribution:

Orig - Adse w/att

1 - DDCI

1 - ER

~~2~~ - DDA

1 - D/Pers

1 - DD/Pers/P&C

1 - FWMJ Chrono

D/Pers:FWMJanney:bkf (25 Jun 75)

STAT

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SECRET

24 January 1975

MEMORANDUM FOR: DCI

SUBJECT : Annual Personnel Plan and Personnel Development Program

1. MAG has reviewed the Office of Personnel memoranda setting out instructions for the collection of information on the Annual Personnel Plan and the Personnel Development Program and has discussed these plans with representatives of the Office of Personnel.

2. We note that you made mention of the Annual Personnel Plan and the Personnel Development program in your employee notice, "Integrity of the Merit System". We also note that the Mid-Career course includes a section on these plans. However, it is MAG's opinion that the existence and ramifications of these plans seem to be known to only a limited number of managers and very few employees.

3. MAG suggests that additional publicity be given to these plans. We think it would be useful if you would issue a status report on the utility of the Annual Personnel Plan as a management tool, citing specific examples of how you and your managers use it. For those Directorates which have not disseminated information on these programs, we suggest they be required to do so. Where appropriate, we think each Directorate should devise effective ways of explaining the Personnel Development Program to employees to broaden understanding and support of it.

Management Advisory Group

SECRET

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23 JUNE 75

DA 75-3023

EMPLOYEE BULLETIN

PROGRESS AND NEW DIRECTIONS IN PERSONNEL MANAGEMENT

More than a year ago, we adopted a program to achieve greater uniformity of personnel management within the Agency while retaining for the Directorates the flexibility necessary to meet their own unique personnel requirements. (Employee Bulletin No. 1 April 1974.) Since that time, much work has been done in preparation of a personnel system that will assume greater importance to you as it evolves. I asked for a report of progress after the first nine months and the findings are of interest to all of us.

STA

In April 1974 I listed six actions to be implemented; the following tabulates each action and its status:

<u>ACTION</u>	<u>STATUS</u>
(a) Consolidate the 23 Career Services into 5.	Done
(b) Assign each Deputy Director and the senior representative of the Executive Career Service responsibility for implementing the specified 16 point personnel program.	Each has published a handbook on personnel management for the information of supervisors and employees; Each now has Boards and Panels to undertake competitive evaluation of employees; Designated Counselors and Boards/Panels have provided career-related counseling, on the initiative either of the counselor or of the employee,

to more than employees;
these sessions have ranged from
relatively brief discussions about
specific problems to more lengthy
sessions concerning the future
career of the employee;

The newly consolidated Career
Services have completed reviews
of personnel practices and are
moving, as they have described
in their handbooks, to create
greater internal uniformity of
procedures and criteria relating
to competitive evaluation and
promotion;

Actions taken on the remaining
responsibilities have been des-
cribed in the handbooks, supporting
notices and regulations, and pro-
cedural guidelines.

(c) Adopt new statement of
Agency personnel policy and
revise the appropriate
regulations.

Done: and related
Regulations in Personnel
Series.

(d) Publish Agency per-
sonnel objectives

Done:

- | | |
|---|--|
| (e) Establish the Supergrade Review Panel. | Done |
| (f) Office of Personnel review occupational and qualification recording systems in an endeavor to create a more precise system to identify groups of employees with common occupational or functional specialities which will allow a greater opportunity for employees to compete for available vacancies. | A system has been devised for the identification of such "affinity groups", as the need arises, through the joint cooperation of the Office of Personnel and the Career Service concerned. |

The personnel system administered by the Career Services places an emphasis on performance and achievement by the individual employee. This is essential, if we are to fulfill our substantive objectives, so important to national security. To maintain and further strengthen this emphasis on performance and achievement, the personnel system must produce mutual confidence between employees and managers. To this end, personnel goals have been published in regulations and in bulletins, and I have asked the Deputy Directors to ensure the most full and continuing communication with you concerning the implementation of changes in personnel policy. They are doing so.

Future Directions for Personnel Policies and Procedures

The changes in personnel policies that have been set in motion require continuing assessment and sometimes modification. As the Directorates have proceeded to consolidate their own personnel systems

and to publish their personnel handbooks, it has become evident that some of the differences in procedure among Directorates are not necessary and that additional Agency-wide standardization may be advisable. We are looking into these with the help of the Office of Personnel to assist the Directorates in taking the necessary actions.

° The Categories Used for Ranking of Personnel

The ranking categories specified in each Career Service Handbook play an important role with respect to decisions for career development, assignments, promotion, and retention. At present, the description of ranking categories varies among Directorates, as do the procedures for determining which category an employee fits into. We will move now to greater standardization.

° Involuntary Separation

The Agency is a dynamic organization which, over time, may need to reduce further or may no longer require certain functions or occupational skills. Even under circumstances of reduction, it needs to maintain a certain level of entry of young professionals so that its future effectiveness is not foreclosed.

It is important to maintain the distinction between the separation of employees by "surplus" and by "selection out" through competitive ranking. I am requiring the Deputy Directors to pay special attention to the separation of employees under each of these circumstances.

In the event of the elimination or major reduction of a function or of a requirement for an occupational skill, an employee may be declared surplus who may be a solid performer but is in fact surplus to the needs of an Agency. Procedures exist to attempt to place him elsewhere within the Agency. Should separation as surplus nevertheless result, it should carry no stigma of poor performance; competitive performance is not the

determining factor.

"Selection out" by competitive ranking is the termination of employees whose performance and potential are low in comparison with other employees of the same grade and occupation. Competitive ranking leads to the identification of a designated percentage of low-ranked employees (within a Career Service as a whole) who are to be counseled and given as much opportunity as possible to improve their performance. The procedures followed, however, should not protect the poor performer at the expense of the good performer. In fact, early departure from an inappropriate job is frequently a blessing, leading to a more fulfilling career in a more appropriate job elsewhere.

° Specialists and Generalists

Competitive evaluation systems elsewhere in government have encountered problems when the same panels rate generalists and specialists. If preference appears to be given to generalists by the panel, specialist training is viewed as limiting opportunities for advancement, and employees are discouraged from acquiring specialist skills needed by the organization. Comparatively few panels in the Agency consider such mixes of generalists and specialists, but when this becomes a problem, it may be necessary to establish sub-panels for specialists or to develop affinity groups within Directorates for specialists.

° The Responsibility for Promotion Recommendations

Under the evolving competitive evaluation system, both the supervisors and the Boards/Panels should have responsibilities in the promotion area appropriate to their roles. The supervisor should retain a responsibility to initiate promotion recommendations, but

it should be shared with the Boards/Panels. While a supervisor may initiate a promotion recommendation through the appropriate Board/Panel, which should attach its own recommendations to the Head of the Career Service, the Board/Panel should also be authorized to initiate promotion recommendations on its own.

° The Role of APP and PDP

The Annual Personnel Plan (APP) and the Personnel Development Program (PDP) may not yet be familiar names to some of you, but they already are playing a role in personnel decisions that affect all of you. The Annual Personnel Plan (APP) is designed to focus the attention of senior managers on the development of personnel management plans in their respective areas of responsibility. It is prepared on a fiscal year basis and reports on important areas of concern, including but not limited to expected separations, goals for accessions, promotions and training and with special attention to various facets of the EEO program. The APP provides an evaluation of accomplishments toward previously established goals and reports personnel management targets for the new year. I personally review the APP with the Deputy Directors each year.

The Personnel Development Program (PDP) forms the planning basis for the career management and development system. Part I, Executive Level Development, is prepared annually to cover three-year periods and identifies expected executive level vacancies, candidates for the vacancies, and those GS 13-15 officers judged to have the potential for assignment to executive level positions. It also reports the individual developmental training and special assignment plans for

these officers. I also personally review the PDP with the Deputy Directors concerned.

Part II of the PDP requires the preparation of Developmental Profiles which are the general assignment and training patterns for each of the significant professions or disciplines within a Career Service. They will provide basic guidelines against which the accomplishments and experience of individuals associated with a particular discipline can be evaluated in terms of their progress and personalized plans for their development. These Profiles are scheduled to be completed by 30 June 1975 and will be made available to all employees, supervisors and Career Service Boards and Panels.

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I would stress to you the evolutionary nature of any personnel system. We learn by our successes and our failures. I shall look to the Deputy Directors and to the Director of Personnel to assist me in the evaluation of personnel management in the Agency. As we make more extensive use of the new procedures and evaluate them, it is inevitable that we shall discover areas where improvement is desirable. We shall continue to work toward a system that serves both the interests of responsible management and the interests of employees who aspire to develop to their full potential.

W. E. Colby
Director

DISTRIBUTION: ALL EMPLOYEES

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Executive Registry

75-6669

FROM:

Director of Personnel

EXTENSION

NO.

DATE

5 JUN 1975

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Director of Central Intelligence

6/9 6/10

In our conversation of 24 April, you approved the concept of an Employee Bulletin summarizing progress made in implementation of the new personnel approaches and highlighting desirable directions with respect to evaluation and ranking. The attached draft is responsive to this direction.

I request your approval of this draft.

6.

Executive Registry

75-6669/1

F. W. M. Janney
Director of Personnel

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14.

15.

It needs a bit sharper language of what actually has been done - Can you compare it in two columns with the original Bulletin we discuss?

11 JUN 1975

21.
→ Designated Counselors and Boards/Panels have provided career-related counseling, on the initiative either of the counselor or of the employee, to more than [] employees; these sessions have ranged from relatively brief discussions about specific problems to more lengthy sessions concerning the future career of the employee. STA

newly consolidated
→ The Career Services have completed their reviews of personnel practices ~~as conducted by career subgroups, where they exist,~~ and are moving, as they have described in their handbooks, to create greater ~~uniformity~~ internal uniformity of procedures and criteria relating to competitive evaluation and promotion.

→ AT An inventory of actions taken by the Career Services shows that they have addressed each of the responsibilities assigned them in Employee Bulletin # []. The details have been described to you in the ~~xxxx~~ handbooks on personnel management, supporting notices and regulations, and procedural guidelines. With the experience gained in this transitional phase, it is apparent that some problems ~~xxxxxx~~ must be resolved so that these responsibilities may be better fulfilled. This Bulletin identifies the major ones.

p. 4 (G. L. L. L.)
... If preference appears to be given to generalists by the panel, specialist training is viewed as limited opportunities for advancement, and employees are discouraged from acquiring specialist skills needed by the organization. Comparatively few panels in the Agency consider such mixes of generalists and specialists, but when this becomes a problem, it may be necessary to establish subpanels for specialists or to develop affinity groups with Directorates for specialists.

p. 2
The personnel system administered by the Career ~~Sxxx~~ Services places an emphasis on performance and achievement by the individual employee. This is essential, if we are to fulfill our substantive objectives, so important to national security. To maintain and further strengthen.....

2 June 1975

EMPLOYEE BULLETIN

PROGRESS AND NEW DIRECTIONS IN PERSONNEL MANAGEMENT

More than a year ago, ~~I shared with you a statement of the~~ *we adopted a program*
~~actions that should be taken~~ to achieve greater uniformity of personnel
management within the Agency while retaining for the Directorates the
flexibility necessary to meet their own unique personnel requirements.
AT (Employee Bulletin No. 1 April 1974.) Since that time, much
work has been done in preparation of a personnel system that will
assume greater importance to you as it evolves. I asked for a report
of progress after the first nine months and the findings ~~should be~~ *are* of
interest to ~~you~~ *all of us*.

Since April 1974:

- ✓ ° The 23 Career Services established by regulation have been consolidated into five;
- ✓ ° Each of the five has published a handbook on personnel management for the information of supervisors and employees;
- ✓ ° Each now has Boards and Panels to undertake competitive evaluation of employees;
- ? ° Designated Counselors and Boards/Panels have provided some form of career-related counseling to more than employees;
- ✓ ° Career Services have initiated steps to create greater uniformity of procedures and criteria relating to competitive evaluation and promotion;
- ✓ ° Each of the Career Services has undertaken active steps to implement the 16 responsibilities assigned to them in common.

STA
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I attach great importance to the implementation of these personnel responsibilities, which orient the Agency toward the kind of performance needed to fulfill its substantive objectives. To maintain and further strengthen this emphasis on performance and achievement, the personnel system must ^{produce} ~~support the~~ ^{between} mutual confidence of employees and managers. To this end, ~~the~~ personnel goals have been published in regulations and in bulletins, and I have asked the Deputy Directors to ensure the most full and continuing communication with you concerning the implementation of changes in personnel policy. They are doing so.

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° The Categories Used for Ranking of Personnel

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The procedures followed, however, should not protect the poor performer at the expense of the good performer.

In fact, early departure from ~~a job~~ an inappropriate job is frequently a blessing, leading to a more ~~appropriate~~ fulfilling career in a more appropriate job elsewhere.

° Specialists and Generalists

7 Competitive evaluation systems elsewhere in government have encountered problems when the same panels rate generalists and specialists. (This experience demonstrates that there is need to avoid penalizing specialists and thus discouraging employees from acquiring specialist skills. It may be necessary in some cases to establish career groupings that cross organizational lines within Directorates so that specialists may be evaluated separately from generalists.)

° The Responsibility for Promotion Recommendations

Under the evolving competitive evaluation system, both the supervisors and the Boards/Panels should have responsibilities in the promotion area appropriate to their roles. The supervisor should retain a responsibility to initiate promotion recommendations, but § it should be shared with the Boards/Panels. While a supervisor may initiate a promotion recommendation through the appropriate Board/Panel, which should attach its own recommendations to the Head of the Career Service, the Board/Panel should also be authorized to initiate promotion recommendations on its own.

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W. E. Colby
Director

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